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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary General*

Summary

In its report of 11 March 2002 (A/56/863, para. 155), the Special Committee on Peacekeeping Operations requested the Secretary-General to submit a report on progress made in the implementation of the recommendations contained in that report, covering those for which specific reports have not been requested. The present report is submitted in response to that request.

* The issuance of the present report has been delayed in order to provide Member States the most up-to-date information possible on the status of implementation of the recommendations of the Special Committee on Peacekeeping Operations.

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I. Introduction

1. There have been significant and positive developments in United Nations peacekeeping operations in 2002. In Kosovo, the provisional institutions of self-government were finally established in March, and the second municipal elections were held in October. In April, the Ethiopia/Eritrea Border Commission announced its decision on the delimitation of the Ethiopian/Eritrean border. This decision followed the success of the United Nations Mission in Ethiopia and Eritrea (UNMEE) in fulfilling its mandate to establish and monitor the temporary security zone between the two countries. A month later, Timor-Leste was born, marking the fruitful completion of the mandate of the United Nations Transitional Administration in East Timor (UNTAET) and a smooth transition to the United Nations Mission of Support in East Timor (UNMISET). The May elections in Sierra Leone, carried out with significant support from the United Nations Mission in Sierra Leone (UNAMSIL), were a very important step forward for that peace process. UNAMSIL started implementing its drawdown plan in October. The United Nations Mission of Observers in Prevlaka (UNMOP) completed its mandate on the Prevlaka Peninsula on 15 December, and, on 31 December, the United Nations Mission in Bosnia and Herzegovina (UNMIBH) concluded its mandate in Bosnia and Herzegovina. Over the course of the year, the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) has overcome many significant challenges in completing phase II and beginning phase III of its operations.

2. The roles of the Department of Peacekeeping Operations and the Department of Political Affairs were also further clarified this past year, as set out in my report on the strengthening of the United Nations: an agenda for further change (A/57/387). This has taken concrete form in the assumption by the Department of Peacekeeping Operations of lead-department responsibilities for the United Nations Mission in Angola (UNMA) in July and the United Nations Assistance Mission in Afghanistan (UNAMA) in November; missions for which the Department has provided significant support since their inception. Each mission achieved considerable progress during 2002. In June, the Mine Action Service of the Secretariat took over the mine-action programme in Afghanistan, reviving and expanding it into a highly successful operation employing 7,000 national staff. The Loya Jirga was also convened in June, and could not have occurred without the tremendous efforts of UNAMA staff, under the lead of the Department of Political Affairs. The intensive efforts of UNMA bore fruit when, in November, the Joint Commission on the Angolan peace process successfully concluded its work.

3. Significant advances have also been achieved, on a more general level, in strengthening the United Nations Standby Arrangement System for military, civilian police and civilian personnel and in the procurement and management of strategic deployment stocks at the United Nations Logistics Base at Brindisi, Italy (UNLB).

4. Many of the aforementioned achievements have been made possible by the additional resources authorized for the Department of Peacekeeping Operations, the recruitment process for which is largely complete.

II. Guiding principles, definitions and implementation of mandates

5. As at 1 January 2003, there are 15 active United Nations peacekeeping and related peace operations, with a total of 32,500 troops, 1,800 military observers and 5,300 civilian police officers, in addition to 3,672 international and 7,395 local civilian staff.

6. These 15 operations, and the personnel deployed to them, are engaged in a wide array of mandated tasks, ranging from the traditional observation of ceasefire agreements to the complex and daunting challenge of fully administering territories. This past year highlighted, once again, that the instrument of peacekeeping remains a very flexible and dynamic one, capable of meeting new and evolving threats to the maintenance of international peace and security. The successful termination in 2002 of three very different operations, namely, UNTAET, UNMOP and UNMIBH also demonstrates that United Nations peacekeeping can succeed when the parties are committed to peace and consent to an operation's deployment, when Member States provide the operations with congruous mandates, objectives, well-trained and properly equipped military and civilian police capabilities, political support and secure financing, when the Secretariat is given the resources it requires to effectively plan, deploy and manage operations, and when all the military, civilian police and civilians concerned, at Headquarters and in the field, discharge their duties impartially, with the highest degree of professionalism, integrity and competence.

III. Enhancing the capacity of the United Nations for peacekeeping

7. While all of these primary conditions for success remain under active consideration by the Special Committee, particular attention over the past few years has been accorded to strengthening the operational and technical aspects of Headquarters support to peacekeeping. This debate was given impetus by the recommendations of the Panel on United Nations Peace Operations (see A/55/305-S/2000/809), which built upon previous recommendations of the Special Committee. It set the stage for an external management evaluation and the most comprehensive review ever undertaken of the work and the interrelations of all parts of the Secretariat engaged in supporting peacekeeping operations. As a result, the General Assembly has achieved consensus on the main functions, priorities and structure of the Department of Peacekeeping Operations and has approved an approximate 50 per cent increase in staff resources for the Department. This phase of the discussion on the implementation of the recommendations of the Panel, and the reactions of the Special Committee thereto, should thus be considered as completed.

8. Considerable progress has subsequently been achieved in implementing the Committee's recommendations related to the internal management and recruitment processes within the Department of Peacekeeping Operations, as described in sections A and B below. While Member States will remain interested in and will continue to be consulted on progress in these areas, there is an equally pressing need to intensify dialogue, particularly within the Special Committee, on a number of other areas critical to enhancing the United Nations peacekeeping capacities.

Bearing in mind the topics discussed during the general debate of the General Assembly's Fourth Committee, held on 18 October 2002, and Member States' reactions at that time to the remarks made by the Under-Secretary-General for Peacekeeping Operations, the following issues are proposed for the special attention of Member States in 2003 (not to be construed as an order of priority):

(a) Integrating lessons learned and best practices into strengthened operational planning and coordination, both at Headquarters and in the field (see sect. C);

(b) Developing and implementing comprehensive strategies for recurrent challenges faced by complex peacekeeping operations, including in the interrelated areas of: (i) security sector reform; (ii) the disarmament, demobilization and reintegration of former combatants; (iii) the rule of law; and (iv) to mainstream a human rights, child protection, and gender perspective into these and all other peacekeeping activities (see sect. D);

(c) Bringing to fruition ongoing efforts to enhance the rapid and effective deployment capability for United Nations peacekeeping operations; identifying the personnel (military, civilian police and civilian), materiel, and financial needs; and establishing systems and capacities to ensure their availability, when needed (see sect. E);

(d) Strengthening the effectiveness of training for military, civilian police and civilian personnel (see sect. F);

(e) Identifying ways of minimizing disciplinary problems (see sect. G);

(f) Strengthening regional peacekeeping capacities, particularly in Africa, to complement United Nations efforts (see sect. VI).

A. Cooperation with troop-contributing countries

9. Progress in any of the areas noted above requires intensive and ongoing discussions between the Secretariat and troop-contributing countries, as well as between current and potential troop-contributing countries and members of the Security Council. In this connection, and more generally, such cooperation will remain a high priority for the Secretariat in 2003.

10. As emphasized by the Special Committee in its last report (A/56/863, paras. 57-59), the Secretariat continued to give comprehensive briefings to troop-contributing countries, and made special efforts to present timely reports. In addition to providing mission-specific briefings, the Secretariat has conducted a variety of issue-specific workshops, either to seek Member States' views and/or to convey information to them. For example, the Secretariat conducted workshops for all permanent missions to the United Nations to provide an overview of the contingent-owned equipment methodology and procedures. Thus far, a total of 75 representatives from 51 countries have participated. The Secretariat plans to conduct these workshops on a regular basis in the light of the positive feedback to this initiative. Furthermore, the Department of Peacekeeping Operations will be arranging a course for troop-contributing countries' New York-based military advisers, civilian police advisers and/or officials responsible for peacekeeping issues

in the permanent missions. The aim of the course is to enhance the cooperation and information sharing between the Department and Member States.

B. Management

11. In its last report (see A/56/863, para. 62), the Special Committee reiterated the great importance it attaches to strengthening the management of the Department of Peacekeeping Operations. The Department has treated managerial reform as a priority over the past year, and has made some significant initial progress, though much work remains to be done in the year ahead. Over the past decade the Department has been forced to maintain a largely crisis management-oriented culture. While daily crises will continue to present themselves, given the inherent nature of peacekeeping, the extra staff capacity will now enable greater attention to be paid to managerial and longer-term systemic issues. Understandably, the Department is now undergoing a period of adjustment.

12. The Department of Peacekeeping Operations has focused its efforts over the past year on trying to put a solid managerial foundation in place. Its senior management devised a management strategy that conforms to the programme objectives outlined for the Department in the medium-term plan. Each office and division has developed a supporting business plan, which is subject to periodic reviews to measure progress in achieving goals. Concrete progress has been made in reorienting the application of the Performance Appraisal System as a management tool. "People management" training courses have been conducted for Headquarters and field managers, along with leadership seminars for Heads of Missions and Department Headquarters senior management. The Department has also instituted a department-wide induction programme to orient the large influx of new staff members quickly.

13. The next steps, in 2003, are to involve fully all departmental staff, newly recruited and long-serving alike, in the process of managerial reform, in the implementation of the plans that have been drawn up, and in setting the right priorities in response to the needs of the operations themselves. Naturally, the effectiveness of managerial reform at Headquarters must be measured in terms of improved support to the field.

C. Recruitment for the Department of Peacekeeping Operations

14. A key element of the ongoing managerial reform process is to hire the highest quality staff possible, particularly to fill key vacancies at more senior levels. In this regard, painstaking efforts were made to conduct a transparent and thorough recruitment process for the additional posts authorized for the Department. While this approach exacerbated efforts to conduct the process as quickly as desired, it did ensure that the majority of the staff recruited over the past year had served in a peacekeeping operation. The continual infusion of staff from the field is critical to maintaining an effective field-oriented organization.

15. The Special Committee had highlighted the importance of increasing the representation of both troop-contributing countries and unrepresented and underrepresented countries within the Department of Peacekeeping Operations, while securing the highest standards of efficiency, competence and integrity, in

accordance with Articles 100 and 101 of the Charter of the United Nations. In this regard, the Secretariat is pleased to be able to draw the attention of the Special Committee to the findings of the Office of Internal Oversight Services audit report (A/57/224) on the recruitment of staff for the Department, which found that recruitment during 2001 was generally equitable and balanced. During 2002, 13 candidates from unrepresented and underrepresented countries were selected for the vacancies under review.

D. Best practices, lessons learned and mission planning

1. Best practices and lessons learned

16. The Special Committee has emphasized the importance of lessons learned featuring more prominently in the planning of new operations. Furthermore, it has supported the strengthening of the Peacekeeping Best Practices Unit, encouraged the Unit to take an active role in the development of generic guidelines, procedures and best practices that would be of use in current and future operations, and has stressed the importance of consultation with Member States on these and related initiatives (see A/56/863, paras. 63-69).

17. The recruitment process for additional resources for the Unit is nearing completion. The intention for 2003 is to have this reinforced Unit play a much more prominent role in the Department of Peacekeeping Operations than has been the case. Recruitment for all posts in the Unit has emphasized the value of field experience, research and analytical ability, as well as a diverse background on issues relevant to peacekeeping. In 2003, the Unit should begin to serve as a nerve centre within the Department for research and evaluation of peacekeeping issues and the development of improved procedures and practices based on those studies. Consistent with that role, it will be expanding its contacts with national research and academic institutes. The assistance of Member States would be appreciated in encouraging their own national centres of peacekeeping research to partner with the Unit in this joint endeavour to improve United Nations peacekeeping. The Unit aims to establish a solid and transparent working relationship with Member States and will be the point of entry into the Department for many other issues pertinent to the work of the Special Committee.

18. The additional resources should also enable the Unit to realize a number of projects that have been recently initiated and to engage Member States in them. These include:

(a) A methodology for the extraction of lessons learned and good practices, drawing on an ongoing internal Department of Peacekeeping Operations study of United Nations peacekeeping experiences in Sierra Leone;

(b) An evaluation of lessons learned from the rapid deployment experiences of UNMEE and other aspects of the Mission;

(c) Lessons learned from UNMIBH, particularly on its mandate implementation plan for local police reform and restructuring;

(d) Lessons learned from MONUC, particularly on internal mission-level planning and coordination;

(e) The establishment of a field lessons-learned network to enable lessons learned and good practices to be captured and exchanged among missions on an ongoing basis;

(f) The finalization of the handbook on United Nations multidimensional peacekeeping operations, now expected by mid-2003.

19. The Secretariat reiterates its appeal for adequate resources to allow the Unit to fulfil its responsibility as the focal point within the Department of Peacekeeping Operations for gender mainstreaming in peacekeeping activities.

2. Mission planning

20. As reported in the 2002 report to the Special Committee (see A/56/732, para. 19), the Secretary-General established an integrated mission task force for the planning of the United Nations Assistance Mission in Afghanistan (UNAMA), launched in March 2002. In doing so, it implemented the recommendations of the Special Committee and of the Panel on United Nations Peace Operations in the following ways:

(a) The Special Representative of the Secretary-General was brought in prior to the mission's formal establishment and was involved in the planning process;

(b) A dedicated integrated mission task force was formed, drawing on representatives from relevant United Nations departments, agencies, funds and programmes;

(c) A frank appraisal was undertaken during the early planning stages on the feasibility of certain tasks, with the Secretariat and the Special Representative accordingly providing the Security Council with candid advice;

(d) The mission was designed to build on and take maximum advantage of existing United Nations capacities in the country;

(e) The mission was designed to support and strengthen the development and ownership of national capacities, to the maximum extent possible.

21. Although UNAMA was the only major new peace operation established in 2002, efforts have been made to apply the recommendations of the Special Committee and the Panel on United Nations Peace Operations to contingency planning for potential new operations and to the detailed planning related to the reconfiguration of existing missions. A seamless transition from UNTAET to UNMISET in 2002 was made possible by effective advance planning by the Mission and Headquarters, together. The planned drawdown of UNAMSIL has now commenced, after close consultation between Headquarters and the field. The transition of MONUC from phase II to phase III has occupied a great deal of the time and attention of the Department of Peacekeeping Operations over the past year. The liquidation of two missions (UNMOP and UNMIBH) and the handover of the UNMIBH police functions to the European Union were also planned well in advance and are proceeding smoothly.

22. The Secretariat will take stock in 2003 of the best practices and lessons learned from these recent planning activities, to determine where they may or may not be applicable for potential future operations. To this end, an internal Department of Peacekeeping Operations working group has completed an initial mapping of the

full planning process and is examining the strengths and weaknesses at each stage of the process. This is fully in line with the emphasis of the Special Committee on ensuring that lessons learned and best practices feature more prominently in the planning of new operations and the reconfiguration of existing ones.

E. Developing and implementing comprehensive strategies to meet the challenges facing complex peacekeeping operations

23. The experiences of complex operations established over the past decade suggest the need for urgent additional research, analysis, thought and capturing of lessons learned in the interrelated areas of: security sector reform; disarmament, demobilization and reintegration; and the strengthening of the rule of law in post-conflict environments. Even though United Nations peacekeeping operations may not be responsible for any or all aspects of efforts in these areas, the need for those operations to interact with other actors engaged in those tasks is likely to remain. Therefore, conceptual clarity about what these tasks entail, the links between them and a frank appraisal of the expertise that exists within and outside the United Nations system for their conduct are needed to ensure operational coherence on the ground. It is suggested that achieving such clarity, reaching a common understanding of what needs to be done and arriving at a shared sense of the relevance of these issues for future United Nations peacekeeping operations be treated as a priority in 2003.

1. Security sector reform

24. United Nations peacekeeping operations have not generally been actively involved in the reform of external security structures. These efforts have usually been promoted by direct bilateral assistance from Member States. However, the composition of a newly formed national military in the aftermath of war is a deeply political exercise involving ethnic, religious, and regional balance. Transforming it into a professional, manageable, responsible and accountable peacetime organization is closely linked to the promotion of good governance and sustainable peace. The entire effort must be approached from a political, developmental, and economic perspective. In the event that future United Nations operations are tasked to support aspects of the reform of external security structures, as is presently the case in Afghanistan, they will need to be able to call upon Member States to provide them with the relevant expertise in those areas.

2. Disarmament, demobilization and reintegration

25. The United Nations has learned several key lessons about what it takes to make a disarmament, demobilization and reintegration process succeed, based on the experience of several missions over the past decade. The following lessons bear repeating:

(a) First and foremost, disarmament, demobilization and reintegration must be recognized as a political exercise. Voluntary disarmament, demobilization and reintegration programmes cannot start and progress without the political will and mutual trust of the parties to the conflict — commodities usually in short supply during the early phases of a peace process;

(b) Each step of the disarmament, demobilization and reintegration process should ideally be planned at the outset and built into peace agreements. A clear political road map helps to build confidence among the parties;

(c) No single organization can be responsible for all aspects of a disarmament, demobilization and reintegration programme, given that it must be addressed from a political, military, humanitarian, developmental, socio-economic, human rights and gender perspective;

(d) Successful disarmament, demobilization and reintegration requires a strong management structure to plan, implement and supervise the process, especially because of the number of national and international actors that will have to be involved;

(e) Secure financing is critical, as the Special Committee has recognized. Funding is required for maintaining cantonment sites, supporting ex-combatants and their families during the process, transporting ex-combatants, providing cash and other incentive packages to encourage disarmament and demobilization. Funding must be made available for the whole of the disarmament, demobilization and reintegration process. Sadly, it remains difficult to find sufficient, consistent donor support for disarmament, demobilization and reintegration programmes, particularly for the reintegration phase;

(f) Viable alternative means of employment for demobilized soldiers must be found at the outset. Recent experience in Afghanistan and elsewhere has shown that participation in mine-action operations, for example, can be an excellent activity for demobilized soldiers. Labour-intensive post-conflict reconstruction efforts offer another possible avenue for employing demobilized soldiers. Greater attention needs to be paid to designing and implementing reconstruction projects with this specific intent in mind;

(g) Priority must be given to taking care of the special needs of child and women soldiers. Children who are ex-combatants, for example, require special services to assist them in psychosocial recovery and reintegration. Plans must include them, and personnel with special expertise in this area must be available from the outset;

(h) An effective public information campaign is required to inform ex-combatants about their rights and to assuage suspicions about how the process will be conducted.

26. Lastly, but perhaps most importantly, former combatants must be assured that their security will not be threatened by other armed groups (military, police or irregular forces) once they disarm. This requires confidence in the newly emerging external and internal security structures. The approach to disarmament, demobilization and reintegration, therefore, now needs to be expanded, to better understand and target the linkages with security sector reform and rule of law. With the new resources approved for a disarmament, demobilization and reintegration capacity, the Peacekeeping Best Practices Unit will give priority in 2003 to capturing best practices in disarmament, demobilization and reintegration, building on previous studies in this area, including the Principles and Guidelines on disarmament, demobilization and reintegration issued by the Unit in 1999.

3. Rule of law

27. United Nations peacekeeping operations have been engaged in the reform and strengthening of internal security structures, primarily in the civilian police area, to varying degrees over the past decade. However, police are but one part of the solution to strengthening local rule-of-law capacities. In its previous report, the Special Committee recognized the complementary role played by judicial experts (prosecutors, judges, corrections officers) in United Nations missions, when appropriate and called for in mission mandates (see A/56/863, para. 102). This is particularly critical since civilian police in United Nations peacekeeping operations are often deployed in areas where not only the local police, but also the local judicial and penal institutions, have been severely weakened or have ceased to operate. While it appears that Member States have uniformly acknowledged the need for a comprehensive approach on this front, there is an ongoing dialogue on what the precise role of a United Nations peacekeeping operation should be in this area and how the Department of Peacekeeping Operations can best coordinate with other United Nations partners with relevant expertise. The role of the Department naturally depends on the mandate of the operation and will vary with the circumstances of a particular situation.

28. Within this context, the Special Committee supported the Secretariat's proposal to create a small, new capacity within the Civilian Police Division for advice on criminal law and judicial and penal matters that are relevant to the effective conduct of civilian police activities in peacekeeping operations. In order for the small unit to draw on system-wide expertise, a Task Force for the Development of Comprehensive Rule of Law Strategies for Peace Operations was established in April 2002 under the authority of the Executive Committee on Peace and Security, comprising representatives of 11 United Nations departments, agencies, funds and programmes. The Task Force prepared a detailed report identifying: (a) rule of law-related expertise among United Nations departments and agencies which could be made available to assist the Department of Peacekeeping Operations and field missions; (b) governmental, intergovernmental and non-governmental organizations that might be able to provide such expertise if needed; (c) possible arrangements for United Nations partners (and external entities as appropriate) to provide such support; and (d) guidelines, manuals and handbooks for rule-of-law-related activities developed within the United Nations system. The report was distributed to all Member States in November 2002, and the Secretariat would welcome the opportunity for further discussions with Member States on the Task Force's proposals. In making those proposals, the Task Force has emphasized the need for the United Nations to consult much more closely with local actors in the country concerned and engage them in a meaningful way in devising and undertaking rule of law initiatives in peace operations, so as not to impose a rule of law strategy on them.

F. Rapid deployment

29. The Special Committee has long emphasized the need for the United Nations to enhance its capacity to deploy peacekeeping operations more rapidly. It accordingly welcomed the proposal of the Panel to work towards fully deploying operations within 30 to 90 days of the adoption of a resolution establishing them, conditions on the ground permitting.

30. Should a new operation need to be established in 2003, the Secretariat will be able to deploy it more rapidly than in the past, owing to the strengthening of UNLB and the employment of new standby arrangements for civilian support staff (as described in subsections 3 and 4 below). Whether or not the 30-to-90 day time-lines can be met, however, remains uncertain for a variety of reasons. First, the speed with which one new mission can be established will be curtailed if another mission has to be established concurrently, or in rapid succession. Second, standby arrangements for civilian staff are more advanced in support areas than in substantive areas, where it is often critical to include personnel with country or region-specific expertise. Third, and most importantly, the Member States' political will to deploy well-trained and equipped troops and police in a timely manner is a determining factor for assuring rapid deployment. The Secretariat can take and is taking a number of steps to facilitate the technical aspects of their deployment, as described in subsections 1 and 2 below.

31. I must once again emphasize, in this regard, that the developing countries must not be the only ones expected to shoulder the burden for the deployment of formed military units to United Nations peacekeeping operations. The participation of both the developing and developed countries in United Nations peacekeeping is critical from a political perspective. It is also required for operational reasons, because there are certain needs that only a limited number of countries can meet.

1. Military personnel

32. The United Nations meets rapid deployment requirements for the military component of peacekeeping operations through cooperation with Member States in the United Nations Standby Arrangements System. Member States have been briefed extensively on the arrangements, most recently on 12 December 2002. A number of the developments under the system during the reporting period are described below.

33. A new rapid deployment level for formed units went into effect on 25 July 2002. It seeks to overcome the delays in deployment associated with finalizing detailed memorandums of understanding for self-sustainment and contingent-owned equipment. In particular, it will provide Secretariat transport and movements planners with much of the detail needed to formulate and execute a movement plan in a timely manner. The terms of reference for the rapid deployment level were drawn up after extensive consultations with Member States, and a number of pledges have been made. Further contributions are strongly encouraged.

34. The report of the Panel recommended that Member States place military staff officers "on-call" for short-notice deployment to establish a military mission headquarters. The Secretariat, in close consultation with Member States, has developed an on-call list for the military component of a new mission headquarters. As at 1 January 2003, 32 Member States had forwarded bids for positions on the on-call list. The Secretariat has received enough bids to enable each of the 154 positions to be covered by at least two nominations. A majority of Member States have indicated that it is impractical to provide names of individuals in advance. This poses particular challenges, particularly in gaining coherence prior to deployment. The Secretariat continues to be open to further comment and bids, and invites Member States to continue to update the status of their bids. Although the primary intent of the list is to provide a new mission with a coherent headquarters, it may

also prove useful in other ways. For example, individual officers have been deployed to Angola based on bids to the list.

35. Although the Secretariat is pursuing expressions of interest from a small number of Member States, there have been no firm pledges to the United Nations Standby Arrangements System regarding specialized enabling resources and strategic lift capabilities. Once again, I invite Member States to provide this key support. To be effective, commitments should include training and maintenance personnel, as well as spares and other support.

36. Although a number of Member States have commented on the "coherent brigade group" concept proposed by the Panel, the Secretariat has received no new commitments. Opinions have included support for a brigade provided by a single Member State and there are pledges to the Standby Arrangements System of this nature. While this may be the best technical military solution, it needs to be balanced with a requirement for geographic diversity. The Secretariat will examine ways of building on these pledges to achieve this objective. It is encouraging that the Standby High Readiness Brigade has expressed a willingness to share its experience with Member States and other organizations that are interested in establishing coherent standby forces that could be made available to the United Nations at short notice.

37. The United Nations Standby Arrangements System provides a capability to link equipment supplied by one Member State with personnel from another. The Secretariat is using this mechanism to link Swedish field hospitals with trained personnel provided by a number of Member States, regional organizations and international organizations. This will enhance the availability of a scarce resource for United Nations peacekeeping.

38. It is noteworthy that two military aviation units were successfully deployed from the System during 2002.

39. In addition to the initiatives mentioned above, the Secretariat will pursue in 2003 the following issues related to military aspects of rapid deployment:

(a) The Secretariat continues to seek an appropriate mix of capabilities, particularly at the rapid deployment level. As well as the enabling and strategic lift mentioned earlier, this includes more sophisticated capabilities that can deter and respond to threats often posed to peacekeeping missions by uncontrolled armed groups. As well as pledges to the United Nations Standby Arrangements System, these types of capabilities are often required in current missions. Member States with well-developed military forces may be in the best position to assist;

(b) The Secretariat will continue to seek ways to increase the level of cohesion within a force, especially within the headquarters of the military component, a critical enabler in the start-up phase of a mission. This will include identifying training opportunities for individuals on the on-call list, formulating a detailed plan to achieve cohesion in the period between call out and deployment, and examining the possibility of grouping pledges to the rapid deployment level. As a first step, future United Nations-supported exercises will include headquarters positions (particularly individuals filling the nine core planning team positions) earmarked for the on-call list. Officers from the selected Member States will be involved in exercise planning, and lessons learned, as well as in the exercise itself. The first such activity is planned to take place in Argentina in June 2003.

2. Civilian police personnel

40. With regard to the rapid deployment and staff selection procedures for civilian police officers, the Department of Peacekeeping Operations launched the 100-person on-call roster at the Helsinki Conference in February 2002. The entire process has been planned and implemented through extensive consultations with Member States. The civilian police on-call roster is dedicated to specialized expertise and thereby supplements the United Nations Standby Arrangements System, which draws on officers who are generalists.

41. As part of the 100-person on-call roster, the Civilian Police Division has developed a model police headquarters and corresponding job descriptions. The Secretariat looks forward to nominations from Member States for these positions and to recommendations on strengthening ways to recruit suitably qualified senior civilian police management. To ensure an integrated approach to rule of law issues, the Secretariat supports the Task Force proposal to also include judicial and corrections experts within the Standby Arrangements System.

42. The Civilian Police Division of the Department of Peacekeeping Operations will also continue to work closely with Member States to ensure that current requirements are reflected in the training and selection of civilian police personnel in the pre-deployment phase. In 2002, testing for substantive skills was introduced through telephone interviews and will, for the first time, be integrated into a selection assistance team visit in spring 2003. A strong effort is being made to incorporate lessons learned from previous civilian police deployments into this process.

43. Progress has also been made in integrating civilian police expertise into the planning process for new or expanding peacekeeping operations, through weekly coordinating meetings within the Department, as well as through increased civilian police participation in reconnaissance visits to the field. The Department will continue its efforts to ensure that police planning cells, together with other rule of law elements, are deployed to a new mission in the early stages, together with mission support and military elements, in order to strengthen the mission's preparedness and capacity with regard to rule of law matters and to establish proper liaison with local authorities in the law enforcement, judicial and penal areas from the outset. The Department wishes to stress the benefits of involving experts on civilian police matters within the permanent missions in New York.

3. Civilian capacities

44. The Department of Peacekeeping Operations has prepared mission planning, start-up and support concepts for civilian staffing. In conjunction with the Office for Human Resources Management, generic job profiles have been drafted for a wide range of professional posts critical to the Department's field operations. Profiles for General Service and Field Service posts are under preparation. To date, some 70 generic vacancy announcements have been built into the Galaxy system and work continues on developing and testing Galaxy's roster modules. In the interim, the Department has continued to expand advertisements of mission vacancies on the United Nations web site. Procedures have been put in place for selection and appointment of senior personnel in missions and the "eminent persons roster" has been updated. Development of a network of recruitment sources remains a priority. A new agreement has been concluded with the Office of the High Commissioner for

Human Rights to streamline and shorten the selection process of human rights officers serving in field missions. The agreement has been reflected in a revised memorandum of understanding between the Department of Peacekeeping Operations and the Office of the High Commissioner. Similarly, a global memorandum of understanding is being finalized with the United Nations Volunteers Programme, to facilitate the greater and more efficient use of United Nations volunteers in field operations. Generic memorandums of understanding models for government-provided personnel and for non-governmental organizations are also in the process of being finalized.

45. Pursuant to the report of the Secretary-General on the implementation of the recommendations of the Special Committee and the Panel on United Nations Peace Operations (A/56/732), the Secretariat has undertaken a number of additional initiatives to implement the global staffing strategy. Several task teams within the Department of Peacekeeping Operations focus on the development of recruitment standards and guidelines to facilitate the delegation of recruitment authority to the field and to redress other deficiencies identified in the recruitment practices, which include the Galaxy project, mission templates and generic job profiles. Mission templates will further assist in refining a surge roster of pre-screened, trained and immediately deployable middle/senior administrative staff for missions' start-up phases and the succession-planning phase. Generic job profiles are being formulated that reflect the desired competencies and skills for 30 key Professional-level job profiles in peacekeeping operations. Work has also progressed on the development of recruitment standards and guidelines for field personnel. An online Department of Peacekeeping Operations human resources handbook is nearing completion. This handbook is intended as a management tool to enhance an understanding of how human resources management policies are applied in a field context. It is expected that the handbook will facilitate the delegation of human resources administration authority to the field.

46. The Department is establishing a civilian rapid-deployment capacity to enable it to deploy skilled and experienced civilian staff at short notice to undertake mission start-ups. This capacity, known as rapid deployment teams, is based on the range of jobs required to undertake a technical survey and initiate and support a field operation for the first 90 days. Some 360 volunteers will be sought for the roster. The roster will be divided into three teams, each of around 120 staff. Each of the three teams is comprised of staff representing the range of skills most commonly required to support the start-up of a field mission. All staff on the roster are volunteers drawn from the Department of Peacekeeping Operations, from both Headquarters and field missions. The roster duration is 12 months, from April to April. Supervisors will be asked to pre-clear staff for short-notice release throughout the roster period. The maximum deployment duration for rapid deployment team members will be 90 days, after which staff will return to their parent duty station. The Department's Office of Mission Support will manage the roster.

47. The Department of Peacekeeping Operations will conduct the first mission support rapid deployment exercise from 27 to 31 January 2003 at UNLB. The key objectives of the exercise are to assemble the core elements of a rapidly deployable mission support start-up team drawn from the Department at headquarters and at field missions and to conduct a support-focused planning exercise. This will allow the Secretariat to streamline and document key mission start-up activities, priorities and implementation timelines, consolidate and review start-up manuals, standard

operating procedures and techniques and verify the adequacy of start-up equipment stocks.

48. In addition, UNMAS has established a rapid-response capability in accordance with the recommendations in the report of the Panel on United Nations Peace Operations. The mine-action rapid response will be integrated in the civilian deployment capacity and will consist of both fixed and optional components. The fixed component consists of a fact-finding team (three staff) and a coordination team (up to ten staff). Both of these capabilities will be drawn from a roster of experts maintained for UNMAS by the United Nations Office for Project Services (UNOPS) and will be able to deploy at 48-hours' and 72-hours' notice, respectively. The optional components are survey, mine-risk education, mechanical, explosive detector dogs and clearance teams. These components will be provided by non-governmental organizations and commercial organizations on standby agreements maintained by UNOPS. The availability of the fixed components will ensure that relevant mine-action information is obtained and that a coordination element within the mine-affected country is established or reinforced as soon as possible, with appropriate personnel and equipment. The optional operational components on standby will allow the coordination element to deploy mine-action capabilities to meet an immediate priority or to cover an existing capability gap within the mine-affected country.

4. Material readiness

49. Since the funding for strategic deployment stocks became available on 1 July 2002, the Department of Peacekeeping Operations has started to procure the material required to support one complex mission. As at the end of December 2002, about 51 per cent ($72.7 million) of the approved funds are pre-encumbered against specific orders and 20 per cent ($28.8 million) have been converted into actual purchase orders. The current stock value is $20.7 million, which includes equipment from mission start-up kits, the Department's reserve and mission surplus.

50. The procurement of strategic deployment stocks equipment is well under way and the first shipment has been delivered to UNLB. While it will take several months to complete pre-positioning the stocks in UNLB, the Department of Peacekeeping Operations will be able to provide material support to a mid-size forward headquarters and a smaller peacekeeping mission by spring 2003.

51. The Secretariat is developing the appropriate support mechanisms, management and administrative policies and procedures to provide an effective framework for the strategic deployment stocks. The Department has started to develop an inventory management system (Galileo) to cover both non-expendable and expendable assets. The system will be fully functional by 1 July 2003. A detailed stock rotation and maintenance policy has been developed for all strategic deployment stock commodities that are prone to become rapidly obsolete or that require periodic inspections and maintenance.

G. Training

52. The Special Committee, taking into account the differences in training doctrine and approach among troop-contributing countries, encouraged the Secretariat to adopt a coordinated approach with respect to training for United Nations

peacekeeping operations (see A/56/863 para. 93). In response, the Department of Peacekeeping Operations has developed standardized generic training modules to improve coordination with Member States and relevant training partners. The modules were developed with representatives of over 75 countries and international institutions. The Secretariat will increase its efforts in 2003 to develop and provide standardized peacekeeping training materials, making extensive use of the joint approach employed for the development of the training modules.

53. Translations of peacekeeping training material will continue to be a high priority. All new material to be developed will include the translation phase in the development process and will be made available in the shortest time possible via the web page. Peacekeeping training-related information-sharing capability with the national centres, focal points and other regional agencies is available through its new web site launched in June 2002.

54. The Secretariat will also formalize a policy on providing support to various national peacekeeping training centres in 2003, with the aim of improving the quality of support to the centres. The Department of Peacekeeping Operations will continue its support for the regional cooperation mechanism for peacekeeping training activities. The main focus of training will be on providing training support to the emerging troop-contributing countries, and the enhancing of regional peacekeeping capacities.

55. The Civilian Police Division has two officers dedicated to police training issues. Given the current structure, the officers are functionally attached to the Training and Evaluation Section of the Military Division. Under the Support Account (2003-2004), the Division has, for the first time, a line item for police training incorporated into the budget of the Training and Evaluation Section. This will help to further enhance the development of the Division's training capacity, as well as the ability of the Division to assist Member States in the development of police training programmes. A main focus in the immediate future will be the integration of efforts from international, bilateral and interdisciplinary training partners, with whom the Civilian Police Division is actively involved. In addition, the Civilian Police Division will complete the revision and update currently available police training materials.

56. With the approval of dedicated resources for the purpose in 2002, the Department has begun to develop comprehensive strategies, plans and programmes continuously to strengthen and develop the skills and competencies of civilian peacekeeping staff. Outputs include: circulation of a civilian training policy (July 2002); appointment of training focal points at both Headquarters and in the field (May-July 2002); and the organization of a wide range of training programmes over the full spectrum of peacekeeping activities. These range from leadership/management seminars for special representatives of the Secretary-General and heads of missions, as well as for chief administrative officers and other senior peacekeeping administrators to courses to develop technical and substantive skills (e.g. programmes to develop planning, procurement, personnel and finance skills). The Department also assisted the United Nations Institute for Training and Research in organizing training on women and children in armed conflict, which was held in Asmara and Addis Ababa (June 2002). An interactive training CD-ROM entitled "Stress management" was recently completed and issued to missions as a

pilot in December 2002. A training catalogue and newsletter were issued in December 2002.

57. In-mission training was strengthened through the creation of mission training cells in UNMEE, MONUC, UNMISET, UNAMSIL, and the United Nations Peacekeeping Force in Cyprus and the United Nations Observer Mission in Georgia (UNOMIG). In 2003, the Department of Peacekeeping Operations will build on the experience of the MONUC mission training cell and expand to all missions the concept of integrating the training activities of all mission components.

58. The Department has developed and field-tested a comprehensive in-mission gender in peacekeeping package that is being used in all field missions for the training of all peacekeeping personnel. The package has been integrated into the standardized generic training module, and will be field-tested and evaluated in the Training and Evaluation Section courses conducted during 2003.

59. As part of the Department's training initiatives, the Mine-Action Service has provided a landmine and unexploded ordnance safety-training package that has been incorporated into the 39 generic training modules. This package is designed for peacekeepers and is being used to provide safety training for United Nations civilian and non-governmental organization personnel deploying to a mine-affected country.

H. Disciplinary issues

60. The vast majority of military, civilian police and civilian personnel in United Nations peacekeeping operations perform their functions admirably, and in a manner which brings credit to the Organization and the countries they represent. Unfortunately, however, acts of misconduct do occur, and they are unacceptable. In addition to victimizing those already victimized by war, acts of misconduct have a detrimental effect on the image, credibility, impartiality and integrity of the United Nations. Acts of misconduct undermine the good relations that the peacekeeping operation must maintain with the local population and jeopardize the achievements of the mission. They can also unfairly tarnish the image of troop- or police-contributing countries.

61. The Department of Peacekeeping Operations has redoubled efforts to prevent acts involving abuse of power and sexual exploitation. A proactive policy of improved training and preparedness of personnel is being pursued. Training materials on behaviour and conduct and on "gender and peacekeeping" have been developed, specifically designed to build greater awareness of an individual's responsibilities as a United Nations peacekeeper, especially in the protection of vulnerable populations, and to abide by local laws and respect local customs and traditions. These have been made available to Member States so that they can be part of pre-deployment training. The Secretariat is also improving monitoring and oversight mechanisms. UNAMSIL, for example, has established monitoring committees with the cooperation of local communities.

62. Codes of conduct for peacekeepers have been developed and promulgated in a number of documents. They all clearly state the standard of conduct expected of peacekeepers. I urge Member States to ensure that personnel contributed for service with the United Nations abide by the code of conduct, both by improving preventive measures and strengthening enforcement of existing rules. When violations of the

code of conduct do occur, appropriate disciplinary or legal sanctions must be administered and the United Nations notified of the action taken, so that the victims and the host population can be appropriately informed. Anyone found responsible for such acts should be ineligible for future service with the United Nations. The Secretariat looks forward to working with Member States in 2003 to achieve a common understanding of the challenges in this area and to identify ways of minimizing peacekeepers' misconduct. This is in the interest of all concerned.

63. The Department of Peacekeeping Operations has been following closely the discussions of the Inter-Agency Standing Committee Task Force on Protection from Sexual Abuse and Abuse in Humanitarian Situations and looks forward to the publication of the Secretary-General's bulletin on that issue. It welcomes the proposal by the Task Force to share relevant training material and will participate in that process with the agencies concerned. The Department is keenly aware that a single standard of behaviour must apply to all personnel serving in peacekeeping missions, whether they are military, civilian police or civilians, even if the disciplinary procedures may differ according to categories of personnel. With this in view, all relevant and appropriate standards and procedures regarding codes of conduct and behaviour that are applied in other parts of the United Nations system will be reviewed and shared with troop-contributing countries in the context of the dialogue with Member States.

64. The Department of Peacekeeping Operations is also seeking to strengthen disciplinary mechanisms for United Nations personnel involved in mine action. In response to the issue of sexual exploitation of beneficiaries by United Nations staff members in West Africa, the Mine-Action Service tabled the issue of sexual exploitation at a meeting of the Steering Committee on Mine Action, which comprises all United Nations agencies involved in mine action, the International Committee of the Red Cross, the International Campaign to Ban Landmines, the Geneva International Centre for Humanitarian Demining and operational non-governmental organizations. The members of the Steering Committee have agreed to review the code of conduct developed by the Inter-Agency Standing Committee to determine whether it could be adopted as a generally applicable code of conduct for personnel working in mine-action programmes.

I. Public information

65. The Committee's request that the Department of Peacekeeping Operations enhance coordination with the Department of Public Information to improve capacity to deliver coherent public information guidance to peacekeeping operations is timely. The Department of Peacekeeping Operations has developed a comprehensive communications strategy. The Department of Public Information was consulted during its development and is supportive of it. Close coordination with the Peace and Security Section of the Department of Public Information is a key element of the Department of Peacekeeping Operations strategy, which cannot be implemented effectively without collaboration between the two departments. In turn, the Department of Public Information has asked the Department of Peacekeeping Operations to participate in its own discussions on strategic communications.

66. Both departments have also been closely collaborating in the development of standard operating procedures that cover all phases of public information in a

peacekeeping operation, from initial planning to liquidation. Once approved, these procedures will be circulated to all field missions and to all appropriate offices at Headquarters. The two departments have agreed on a division of responsibilities for public information in peacekeeping operations, which includes collaborating on the selection of public information Professionals for field positions. The areas of separate and collaborative responsibility are clearly defined and will facilitate the continuing and close cooperation between the two departments.

67. Public information in support of mine-action programmes has also been an important focus of work for the Department of Peacekeeping Operations. A CD-ROM about United Nations and other efforts to rid the world of landmines and unexploded ordnance was produced by the Mine-Action Service and launched at the Fourth Meeting of States Parties to the Anti-Personnel Mine Ban Convention, along with other public information material. In addition, the Electronic Mine Information Network (E-MINE at www.mineaction.org) continued to be developed as a web-based information gateway designed to support both the planning and coordination of global mine-action efforts. In recognition of its creativity and innovation, it received a "UN 21" award in December.

IV. Safety and security

68. In paragraph 118 of its report dated 11 March 2002 (A/56/863), the Special Committee requested the Secretariat to submit a progress report to the Committee at its next session on how it utilizes the strengthened capacity of the Office of the United Nations Security Coordinator for enhancing the safety and security of United Nations and associated personnel in response to recommendations set out in the report of the Secretary-General (A/55/977). With regard to support for peacekeeping operations, the strengthening of the capacity of the Office of the Security Coordinator remains pending the completion of recruitment against the additional four posts approved under the Support Account for peacekeeping operations in December 2001. The requested assessment of the use of the additional capacity in that Office will therefore be submitted to the Committee at a later stage.

69. In the meantime, the two Professional security officers funded from the Support Account continue to provide excellent technical and operational assistance to peacekeeping missions. In 2002, they undertook visits for security assessment or training purposes to UNAMSIL, the United Nations Mission for the Referendum in Western Sahara, MONUC, the United Nations Interim Administration Mission in Kosovo (UNMIK), UNAMA, UNOMIG and the United Nations Military Observer Group in India and Pakistan. A significant step was the conduct in July 2002 of a workshop for chief security officers from peacekeeping missions to compare and standardize procedures for the work of civilian security sections in missions. The one-week workshop, which was organized by the Office of the Security Coordinator with the participation of the Department of Peacekeeping Operations and the Department of Management's Safety and Security Section, produced a draft manual that will be finalized and issued shortly. The Office of the Security Coordinator plans to conduct follow-up training in 2004 for chief security officers to become familiar with the provisions of the manual.

70. The Department of Peacekeeping Operations and the Office of the Security Coordinator have had ongoing consultations to delineate clearly the lines of

responsibility between the Under-Secretary-General for Peacekeeping Operations and the United Nations security coordinators, as well as to develop and implement more effective working arrangements, including reporting lines, consultation processes and tasking procedures. The Department maintains a strong interest in joining the security accountability framework that has been established and approved for the United Nations specialized agencies, funds and programmes. This will be facilitated by the clear delineation of responsibilities. The process will be concluded with the conduct of an evaluation by mid-2003, in line with General Assembly resolution 56/255 of 24 December 2001, which will cover the general strengthening of the United Nations security management system and also address the relationship between the Office of the Security Coordinator and the Department of Peacekeeping Operations.

71. Another area where progress has been made concerns the development of minimum equipment standards for security purposes. As previously reported to the Special Committee, the Department of Peacekeeping Operations intended to adapt the minimum operating security standards that the Office of the Security Coordinator had developed for other United Nations operational entities. The Department of Peacekeeping Operations reviewed the use of minimum operating security standards in a peacekeeping environment with the chief security officers in the field. While certain adjustments are still required before these standards can be universally applied in peacekeeping, the response from the field has been overwhelmingly positive. In fact, some missions, such as UNMIK, have already achieved minimum operating security standards-compliance. A clear Department policy in this regard will be adopted for all missions, when appropriate benchmarks for peacekeeping have been developed and all technical implications assessed.

72. Since March 2002, the Chief of the Department's Situation Centre, who already plays an important role in crisis management and the monitoring of security trends in all missions, has taken on additional tasks by serving as the informal coordination point for security management issues of a policy and procedural nature. This is an interim arrangement to provide a liaison with the Office of the Security Coordinator and to ensure continued attention to security management. However, given the pivotal role of the Situation Centre and the significant responsibilities of its Chief, a prolonged period of wearing two hats is not an acceptable course of action. As supported by the Special Committee in its report dated March 2002, the Department of Peacekeeping Operations therefore hopes to re-submit its request for a full-time security and safety focal point as part of a future Support Account submission.

73. As regards the inclusion of relevant provisions of the Convention on the Safety of United Nations and Associated Personnel into status-of-forces and status-of-mission agreements, the Secretariat wishes to confirm that this has been done most recently in the status-of-forces agreement concluded for UNMISET between the United Nations and the Government of Timor-Leste, as reflected in paragraphs 50 to 53 of the Agreement. Moreover, the Office of Legal Affairs continues to review this matter for purposes of such future agreements and has constituted an interdepartmental working group in follow-up to General Assembly resolution 57/28 of 19 November 2002 on the scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel.

74. The Department of Peacekeeping Operations also continues its efforts to strengthen mission-internal safety programmes in areas such as air operations, road transport, equipment usage and occupational hazards. In 2002, the Department established a safety council at Headquarters to promote safety awareness and to strengthen safety measures at Headquarters and in the field missions. The council is an advisory body to the Under-Secretary-General for Peacekeeping Operations and makes recommendations for action. In this context, for example, the Department has developed standard operating procedures for vehicle safety and programmes for training of trainers. Following the organization of a Safety Stand-down Day in peacekeeping missions in November 2001, the Department plans to hold another Safety Stand-down Day in spring 2003, using the newly developed materials.

75. An aviation quality assurance programme was established in early 2002 to assess the continued competence of the Department's air-transport operations on a scale and frequency appropriate for these operations, according to international aviation standards, and to monitor and evaluate the operational techniques and activities that are used to fulfil quality requirements. These include evaluation of air carrier documentation and procedures prior to registration, as part of the acquisition and procurement process, and monitoring of the Department's aviation operations. Initial, quarterly and end-of-contract letters of assist performance reports are completed and reviewed, and mission aviation risk assessments are performed regularly. In partnership with the World Food Programme (WFP), the Logistics Support Division developed joint inter-operability standards for aviation operations and safety to facilitate the sharing of United Nations resources between the Department and WFP, thereby enhancing operational effectiveness and resource efficiency.

76. In response to Member States' specific concerns about safety standards and quality of chartered aircraft, the Department has also undertaken a review of its short-term aircraft specifications. Amended proposals have been made on issues such as the number of technical stops and disembarking of passengers during technical stops. These proposals are expected to be implemented in early 2003.

77. In the area of movement control, quality and safety are incorporated as critical factors during operational and technical evaluations prior to awarding contracts. In addition, carrier assessment reports and movement completion reports are regularly completed in the field missions and sent to the Movement Control Unit in the Logistics Support Division in New York. Follow-up action is actively pursued against air operators and ship owners where appropriate.

V. Mine action

78. In 2002, the United Nations system successfully implemented most of the objectives scheduled for completion during the year in the United Nations mine-action strategy for the period 2001-2005. This included, in particular, the development of an operational framework for rapid response in support of the emergency deployment of mine-action assets in the context of peacekeeping operations and humanitarian programmes. The implementation of the strategy was noted with appreciation by the General Assembly in its resolution 57/159 of 16 December 2002. In the same resolution, the General Assembly reaffirmed the particular role of the United Nations in the coordination of mine-action activities.

VI. Regional cooperation, including enhancing regional peacekeeping capacities, particularly in Africa

79. In its March 2002 report, the Special Committee encouraged the Secretary-General to take concrete steps towards the practical realization of cooperation at the regional and subregional levels. In Africa, new and ongoing initiatives with the African Union and the Economic Community of West African States (ECOWAS) constitute an integral aspect of the work of United Nations peacekeeping operations. In the Democratic Republic of the Congo, for instance, MONUC has worked alongside the African Union in establishing the Joint Military Commission to monitor the ceasefire and undertake disarmament, demobilization and reintegration operations. Similarly, the Special Representative's Special Envoy to the Democratic Republic of the Congo has worked with the African Union-nominated mediator to the inter-Congolese dialogue, to expedite an agreement and arrangements for the transition. In Ethiopia and Eritrea, UNMEE continues to work closely with the African Union's liaison mission as well as its representative on the Military Coordination Commission, chaired by the UNMEE Force Commander. The observer delegation of the African Union to MINURSO continued to provide valuable support to the Mission.

80. Cooperation between the United Nations and ECOWAS also continued to play an important role in consolidating stability in Sierra Leone. The United Nations provided financial and logistic support to the ECOWAS electoral observers and, at the request of UNAMSIL, some ECOWAS countries offered vocational training programmes for former combatants. In coordination with the Department of Political Affairs, the Department of Peacekeeping Operations also supports ECOWAS initiatives in Côte d'Ivoire, Intergovernmental Authority on Development initiatives in the Sudan and Regional Initiative efforts in Burundi.

81. In addition, the Department of Peacekeeping Operations will organize a conference entitled "Partners in peacekeeping: logistics support issues of the United Nations and troop-contributing countries", which is scheduled to be held from 3 to 5 March 2003 in Freetown. The focus of the conference is the logistics relationship between the Department of Peacekeeping Operations and troop-contributing countries and, specifically, ways to improve the operational readiness of troop contingents in UNAMSIL and future peacekeeping missions. The conference will afford practitioners a rare opportunity to reflect upon the progress made thus far, to capture important lesson learned, and to have a frank dialogue on the additional improvements required to enable troops to implement effectively the mandate of the Security Council. In addition, it is also an excellent juncture at which to take stock of the evolving relationship between troop-contributing countries, strategic partners, and the Department of Peacekeeping Operations in supporting peacekeeping operations in Africa.

82. The conference will bring together 35 distinguished participants from key troop-contributing countries, as well as staff of the Department of Peacekeeping Operations. The conference will discuss the memorandum of understanding between the United Nations and troop-contributing countries, pre-deployment processes and the functional areas of contingent-owned equipment and self-sustainment, namely: communications and information technology, transport and power equipment, maintenance and re-supply and troop support (accommodation, welfare, food and personal equipment). The goal of the conference is to enhance the capacities of

African troop-contributing countries to deploy and sustain their contingents in United Nations peacekeeping missions. The conference will be able to review lessons learned from Sierra Leone, to enhance the relationship between the Department of Peacekeeping Operations and key African troop-contributing countries, build on the UNAMSIL experience and determine specific areas of improvement in UNAMSIL and other peacekeeping missions, and develop a common action plan to address these areas of improvement. This action plan will identify responsibilities and expectations of the Department, UNAMSIL, troop-contributing countries and strategic partners.

83. Finally, it should be noted that a United Nations interdepartmental task force was created to respond to the request from the African Union for assistance in developing and rendering operational its peace and security capacity. In this connection, the Department of Peacekeeping Operations and other relevant departments have fielded experts to African Union headquarters to provide technical advice.

84. In Europe, the UNMIK integral four-pillar structure continued to offer an unprecedented model of coordination with regional organizations, the European Union and the Organization for Security and Cooperation in Europe (OSCE), as described in the previous report of the Secretary-General to the Special Committee. Under the leadership of the Special Representative of the Secretary-General, this year the OSCE-led pillar successfully organized municipal elections in Kosovo, while the European Union-led pillar launched a privatization programme. In Bosnia and Herzegovina, in view of the conclusion of its mandate on 31 December 2002, UNMIBH planned and implemented a seamless six-month transition to the European Union Police Mission. To facilitate the handover of tasks, the last of the UNMIBH International Police Task Force Commissioners was appointed in May 2002, with the understanding that he would stay on as the first European Union Police Mission Commissioner after 1 December 2003. Both UNMIK and UNMIBH continued successful cooperation with the international security presence (Kosovo Force (KFOR) and the Multinational Stabilization Force (SFOR) respectively), authorized by the Security Council. In Asia, the newly independent Timor-Leste immediately built on the relations with the Association of South-East Asian Nations that had been established under UNTAET, and became an observer in the regional organization.

VII. Financial and budgetary issues

85. Quick-impact projects were introduced at the recommendation of the Panel on United Nations Peace Operations, whereby a small percentage of a mission's first-year budget should be made available to the representative of the Secretary-General for projects, with the advice of the United Nations country team's resident coordinator. However, the use of quick-impact projects beyond the first year of operations can yield important benefits, in particular when there are major changes to a mission's mandate, for example, the expansion of the mandate in MONUC, or the strengthening of the civilian police component in UNAMSIL. Quick-impact projects can be indispensable for small-scale targeted interventions in direct support of the mission's mandate, thereby facilitating its smooth implementation. As long as these projects are closely coordinated with the development and humanitarian

assistance efforts in the mission area, they bring important benefits to the local communities and have been well received.

86. The introduction of results-based budgeting, with effect from 1 July 2002, has contributed positively to the success of improved objective setting within the Department of Peacekeeping Operations. The budget documents now include specific objectives and expected accomplishments for the period and are reviewed at Headquarters. During the preparation of mission budgets for the period 2003-2004, the Under-Secretary-General for Peacekeeping Operations issued guidance to the special representatives of the Secretary-General and the heads of missions for the development of their strategic planning assumptions. Thus, the senior management of the missions and the Department were collaboratively involved in the preparation of mission budgets for the period 2003-2004. The performance reports are now produced to specifically report on the results of the objectives set during the period in question. The budget and performance report formats engage all areas of senior Department of Peacekeeping Operations personnel to provide input for resource requests and comments on the results obtained. This process has led to improved budget preparation and budget outputs and better coordination of effort overall.

87. Given the high priority that troop-contributing countries attach to the efficient processing of contingent-owned equipment claims and the clearance of backlogs, the Department dedicated particular priority to this area in the past year. It is worth noting that very significant progress has been achieved. The Department cleared claims backlogs, accelerated claims processing, and processed claims for all missions up to 31 December 2001. In addition, it has finalized negotiations and signature of 236 out of a total of 276 memorandums of understanding.

88. With regard to timely reimbursement issues, a review is now in progress aimed at identifying ways of streamlining the entire process. Consultations between the Department of Peacekeeping Operations and the Department of Management are ongoing, to review the impact of cash flow and the possible effects of any revision to the current practices; a report on the findings will be shared with the Special Committee.

89. Concerning procurement, the Department of Peacekeeping Operations procures from local and regional markets where it is more efficient and cost-effective, and encourages the registration of local and regional vendors in their vendor rosters. Given the very locations of peacekeeping missions, many of these vendors will be from developing countries. Similarly, the Procurement Division, when soliciting for mission requirements, has employed mechanisms that encourage a wide range of vendors to participate.

VIII. Observations

90. The report of the Panel on United Nations Peace Operations, largely building on the recommendations of the Special Committee, provided impetus for significantly strengthening the capacity of the United Nations for peacekeeping. I am pleased to report that the implementation of the Panel's recommendations, as endorsed and/or amended by the Member States, is very much on track. The initial phase of discussion, on the headquarters staffing and structure has been completed, as has the intensive dialogue on the strengthening of UNLB, which is now in the implementation phase. The present report thus proposes that the focus of discussion

between the Secretariat and the Member States now shift to the more field-oriented aspects of the recommendations of the Panel and the Special Committee, in both the conceptual and operational areas.

91. I should stress that the implementation of the outstanding recommendations is very much a shared responsibility. The Secretariat has worked and will continue to work towards full implementation at the fastest pace possible, consulting with Member States at every stage in the process. Once the initiatives now under way are brought to fruition, the Secretariat will have greatly enhanced its ability to deploy traditional peacekeeping operations rapidly and effectively. These initiatives will also facilitate the deployment of more complex operations. This will require a concerted system-wide approach, given the humanitarian, developmental, socio-economic and rights-based dimensions to these operations, and the need to promote sustainable solutions through a focus on local capacity-building.

92. At the same time, there is much that remains to be done by Member States themselves. I genuinely hope that Member States will intensify their attention and response to these issues, particularly in the area of rapid deployment.